



***CLASSIFIED EMPLOYEE
PERFORMANCE PAY PROGRAM***

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**TRINIDAD STATE JUNIOR COLLEGE
PERFORMANCE PAY PROGRAM**

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TRINIDAD STATE JUNIOR COLLEGE
CLASSIFIED PERFORMANCE PAY PROGRAM AND PROCEDURES

OVERVIEW AND PURPOSE:

The purpose of this program is to implement the State of Colorado Performance Pay System at Trinidad State Junior College and promote employee excellence at Trinidad State Junior College. This program was developed using guidance from General Support Services and Community Colleges of Colorado and input from a working group of classified employees. This program will require employees and supervisors to work collaboratively on performance planning and evaluation.

PERFORMANCE PLANNING:

PLANNING FOR ALL EMPLOYEES:

All supervisors are responsible for completing the planning phase of the evaluation process within thirty (30) work days of the beginning of the evaluation period. Supervisors of new employees are responsible for completing the planning phase of the evaluation process within thirty (30) work days of hire. A concerted effort will be made on the part of all supervisors to align employee plans to goals and objectives of Trinidad State Junior College.

EVALUATION PERIOD:

All employees will be evaluated using the 12-month period from April 1st to March 31st. All progress review sessions must be completed and submitted to Administrative Services by October 15th of each year. All year-end evaluations must be completed and submitted to Administrative Services by April 15th of each year. All evaluations will be placed in each individual personnel file for record keeping purposes.

EVALUATION TOOL:

All employees will be evaluated using the Performance Planning/Evaluation Form. (See Attachment A). It is the responsibility of both supervisor and employee to complete all three (3) phases of the evaluation process including planning, progress review, and the year-end evaluation. This includes determining major job duties, goals, and expectations. The progress review phase should be used to provide documentation of coaching and feedback between the employee and the supervisor. This will allow the employee and supervisor to communicate regarding performance expectations and goal completion. Coaching and feedback should be continuous throughout the evaluation period. Multi-source assessment processes, when possible, should be considered when evaluating employees.

Supervisors shall have a provision in their own performance plans that measures and evaluates the effectiveness of performance management of their respective employees. Failure to complete all phases of this evaluation by the supervisor may result in disciplinary action by the next higher supervisor, pursuant to CRS 24-50-118 (See Attachment B). If a plan and/or evaluation is not completed in a timely manner, responsibility for completion of the plan is with the next level supervisor and shall continue up the chain of command (to the President of the College) until the plan and/or rating is completed as required by law. If supervisor fails to rate an employee then a default rating of "fully competent" shall be given until the employee is given a final evaluation.

REVIEW OF EVALUATION BY HIGHER LEVEL:

Supervisor's evaluation of the employee's performance must be reviewed and signed by the next higher level supervisor prior to reviewing it with employee, as required in the Performance Planning/Evaluation Form (Attachment A) and to monitor the quality and consistency of performance ratings within the department before final overall ratings are provided to employee.

BUDGET ALLOCATION AND AWARD DISTRIBUTION:

FIRST YEAR TRANSITION (EFFECTIVE JULY 1, 2002) AS REQUIRED BY THE PERFORMANCE PAY PROGRAM EXECUTIVE COMMITTEE APPOINTED BY THE GOVERNOR:

In subsequent years, this calculation will not be necessary because the funding available for performance awards will not be limited by the need to annualize anniversary increases.

All employees need to be moved to common evaluation and pay dates. TSJC presently has a common evaluation date but not a common pay date. A common pay date means that those who were budgeted for less than twelve (12) months of anniversary increases will be eligible for the full twelve (12) months of a performance award. A portion of the anniversary funding will be used to move all employees to the

common pay date which leaves less for performance awards the first year. As stated by the Executive Committee, "No perfect solution exists for implementing this preferred payment cycle."

For the first year transition to a common pay date, departments and higher education institutions are to use an individual, employee-based annualization process. Awards for each level of performance would be specified as a percentage of salary. In the first year of system implementation, this percentage would be calculated by first determining the award percentage as in any other year. Then each individual's actual dollar award would be calculated based on their anniversary date. That dollar amount would then be spread over an entire year (12 months) instead of only the months after the employee's anniversary date. The formula for this calculation is as follows:

1. Employee's monthly base salary times award percentage times number of months after the anniversary date = dollar amount of first year performance award.
2. Dollar amount of first year performance award divided by 12 = monthly performance award.
3. Monthly performance award divided by employee's monthly base salary = first year performance award percentage.

Trinidad State Junior College will track information (e.g., distribution of ratings, distribution of performance awards, number of disputes) as required by the State Personnel Director and will report this information by specified deadlines

ALLOCATION:

Allocation of performance pay will come from a pool of funds referred to as the merit pool. For the first year, the merit pool will be calculated based on the funding that would otherwise go toward paying for existing anniversary increases. For subsequent years the merit pool will be calculated based on a figure or formula provided by State Board for Community Colleges and Occupational Education (SBCCOE), Community Colleges of Colorado (CC of C), Joint Budget Committee (JBC), or the appropriate regulatory agency. The President will be responsible for determining equitable allocation and overseeing the quality of the performance pay program. The following allocation grid defines parameters for awarding the merit pool:

Rating	Below Range Maximum Performance Increase	At Range Maximum Performance Increase
Level 1 – Needs Improvement	0	0
Level 2 – Fully Competent	>0 to X%@	0
Level 3 – Exceeds Expectations	>X% to Y%@	0
Level 4 – Meritorious	>Y% to Z%*	Up to Z%*

@ Value of X and Y will be based on the money in the merit pool and directives from the President and/or the Cabinet.

*Value of Z will not exceed what is set by the State Personnel Director.

PERFORMANCE AWARDS:

Annual performance awards are based on the overall evaluation at the end of the performance cycle. No award is guaranteed. Teamwork may be measured as a component of an individual's performance plan and awards (base and non-base) proportioned accordingly. Quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall not be established. Statewide Uniform core competencies (communication, interpersonal skills, customer service, accountability and job knowledge) cannot be disregarded in the final rating for each employee.

- *Needs Improvement rating (Level One):*
Employee is not eligible for any type of performance award. A "Needs Improvement" rating will result in a corrective action.
- *Fully Competent rating (Level Two):*
A "Fully Competent" employee with a base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency based upon the amount that would have been paid out for anniversary increases (refer to example above). The minimum award for Fully Competent shall be greater than zero. The maximum award shall be less than the minimum award set for Level Three. Awards are not guaranteed and are subject to available funding.

The award may be base building or non-base building, or a combination of both but may not exceed range maximum.

If base salary is at or above range maximum, the employee is not eligible for any monetary performance award for the year, however, may be eligible for non-cash awards.

- Meritorious ratings:

Exceeds Expectation (Level Three)-

An "Exceed Expectations" employee with base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency based upon the amount that would have been paid out for anniversary increases (refer to example on Page 2). The minimum award for Level Three shall be greater than the maximum of Level Two. The maximum of Level Three shall be less than the minimum award set for Level Four. Awards are not guaranteed and are subject to available funding.

The performance award may be base building or non-base building or a combination of both but may not exceed range maximum.

If base salary is at range maximum, employee is eligible for non-cash awards only.

Only meritorious ratings are eligible, at the discretion of the appointing authority, for non-base building monetary awards above range maximum.

Meritorious (Level Four)-

The meritorious level is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment.

A "Meritorious" employee with base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency based upon the amount that would have been paid out for anniversary increases (refer to example on Page 2). The minimum of Level Four shall be greater than the maximum of Level Three. The maximum of Level Four is the maximum percentage set annually by the State Personnel Director. Awards are not guaranteed and are subject to available funding.

The performance award may be base building or non-base building or a combination of both but may not exceed range maximum.

If base salary is at range maximum, the employee is eligible for a non-base building monetary performance award up to the maximum percentage established annually by the State Personnel Director and published in the Total Compensation Survey.

If base salary is at range maximum, employee is eligible for non-cash awards only.

Only meritorious ratings are eligible, at the discretion of the appointing authority, for non-base building monetary awards above range maximum.

Award payouts for new hires shall be prorated from the date of hire.

Once an employee is notified of a non-base building performance award and if the employee leaves state service due to retirement, resignation, death, transfer or termination, the award will be paid in full by Trinidad State Junior College.

TYPE OF PERFORMANCE AWARD

Type of actual award (base, non-base or combination) will be determined by the College President following budget allocation and communicated to classified staff. The type of award shall be consistent for all classified employees whose salaries are below the pay range maximum for their class.

TIMING OF AWARD PAYMENTS:

- Both base and non-base building awards will be spread evenly over the award period beginning with the first pay period of the new fiscal year.
- Non-base building awards must be re-earned annually.
- Eligible employees not receiving cash awards may receive the following:
Paid leave time
 1. 8 hours - Fully Competent
 2. 12 hours - Exceeds Expectations
 3. 16 hours - Meritorious

Supervisors are encouraged to consider non-cash awards in recognizing employee performance. In addition to paid leave time, other examples of non-cash awards are letters of recognition placed in employee's personnel files, articles about the employee in the Colleges newspaper or bulletin, time off work to attend a class, workshops or conferences, professional development seminars, etc. Non-cash award may be given out at any time regardless of position in pay range. Non-cash awards are not calculated in the total amount of awards.

NOTIFICATION OF AWARDS:

Notice of awards will be provided to the employee at the completion of all evaluations and subsequent dispute resolutions.

DISPUTE RESOLUTION PROCESS:

Trinidad State Junior College is governed by the Community Colleges of Colorado's Dispute Resolution Process for Classified Employees (Attachment C).

TRAINING:

Training is required for Trinidad State Junior College employees and supervisor to ensure that performance criteria relates appropriately to individual jobs, that the measurements accurately reflect performance requirements, and that employees received sufficient performance feedback to meet or exceed organizational requirements and expectations.

Training for new employees/supervisors or refresher training sessions will be provided as needed.

Classified Staff shall be represented by Classified Senate.

PROGRAM EVALUATION:

The Performance Pay Program will be evaluated and may be modified as needed. Recommendations from employees and/or supervisors using the program shall be reviewed by a working group of classified employees and supervisors. Final recommendations will be submitted by Classified Senate to Vice President of Administrative Services and President.

NOTE: THIS SECTION NOT REQUIRED AS PART OF THE PERFORMANCE PAY PROGRAM. THE GUIDELINES IN THIS SECTION HAVE BEEN APPROVED BY TRINIDAD STATE JUNIOR COLLEGE'S PRESIDENT.

PERSONNEL ACTIONS/DETERMINATION OF SALARY:**NEW HIRE:**

- New hires will be hired at the minimum pay range.
- In rare circumstances, where there is a bonafide recruitment difficulty due to the base pay rate, new hires may be hired above the minimum pay range. Any pay rate above the minimum pay range must be justified in writing and approved by the Vice President of Administrative Services and President. Internal equity (ie. location in the range of current employees, impact on morale of others, etc.) must be taken into consideration when making such justification.

REINSTATEMENT:

- A certified employee who has separated from their position in good standing may be eligible for reinstatement, if a vacancy exists.
- The Vice President of Administrative Services and President may set the base salary at any amount, which may equal or exceed minimum range but cannot exceed range maximum for

that particular class. Justification must be in writing and approved by the Vice President of Administrative Services and President.

LATERAL MOVEMENT/TRANSFER:

- Is defined as a move or reclassification to a job that has the same range maximum.
- Pay rate will be equal to employee's current pay.

PROMOTION:

- Is defined as a move or reclassification to a job for which the new pay range has a higher range maximum than the current pay range.
- Supervisor must place employee at 10% above current pay or at the minimum of new class, whichever is higher.

DEMOTION:

- Is defined as a move or reclassification to a position in which the new range maximum is lower than the current range maximum.
- There are four types of demotions:
 - Reclassification
 - 1) The position reclassified is based on the work performed.
 - 2) Pay must be set at current level or the maximum of the new range, whichever is lower. If pay rate exceeds maximum of new range then Saved Pay Rules apply in accordance with State Personnel Rules. (See example below.)
 - Involuntary Demotion (as a result of individual desk audit or system maintenance study)
 - 1) Pay must be set at current level or the maximum of the new range, whichever is lower. If pay rate exceeds maximum of new range then Saved Pay Rules apply in accordance with State Personnel Rules. (See example below.)
 - Voluntary Demotion (at employee's request)
 - 1) With the approval of Vice President of Administrative Services and President, supervisor may leave the employee at the current pay rate, not to exceed the range maximum of the new class or they may reduce the current pay up to 10%. If pay rate exceeds range maximum, then Saved Pay Rules apply in accordance with State Personnel Rules. (See example below.)
 - 2) Vice President of Administrative Services and President must authorize a reduction in current pay of greater than 10%.
 - 3) New pay rate may not exceed maximum of new pay range.
 - Disciplinary Demotion
 - 1) Employee will receive a 10% cut in pay or be placed at range maximum of the new pay range, whichever is lower.

- Saved Pay – if the new rate falls at a point beyond the range maximum, that rate shall be frozen until the first opportunity that does not cause a reduction in pay. However, under no circumstance shall base pay remain above the range maximum after three years from the action, even if it results in a reduction in pay.

Example:

- Admin. Assistant II is currently making \$2294 per month.
- She/he voluntarily demotes to an Admin. Assistant I.
- The maximum pay range of the Admin. Assistant I range is \$2145.
- At this point, saved pay takes effect.
- If over the course of the next three years the salary survey does not increase the range to a level which brings the AA I's salary back to the Range Maximum, the salary will automatically be adjusted to the Range Maximum, even if it results in a loss in pay.
- Each situation must be looked at on an individual basis. Circumstances of each will determine the correct action according to the State Personnel Rules.

RE-EMPLOYMENT:

- Applies to laid off employees on a reemployment list.
- Employee shall be hired at the same pay rate that was in effect at the time of layoff or minimum range, whichever is higher, including Saved Pay in accordance with State Personnel Rules.

PAY DIFFERENTIALS:

- Signing and referral bonuses must be non-base building awards and granted in rare circumstances where there is a bonafide recruitment difficulty due to the base pay rate. Any pay rate above the minimum rate must be justified in writing and approved by the Vice President of Administrative Services and President.
- Compression adjustment and matching pay may be either a base building or a non-base building award and shall apply in rare circumstances where there is a bonafide recruitment difficulty due to the base pay rate. Justification must be in writing and approved by the Vice President of Administrative Services and President.
- Acting bonus may be granted for acting assignments where the employee is formally designated to assume the full set of duties of a higher level position for a period longer than 20 working days and less than 6 months. Acting bonus must be a non-base building award. Justification must be in writing and approved by the Vice President of Administrative Services and President.

DEFINITIONS OF FREQUENTLY USED WORDS AND PHRASES

ACTING BONUS- a one-time non-base building monetary award for acting assignments where the employee assumes the full set of duties of a higher level position for a period longer than 20 working days and less than 6 months.

BASE BUILDING AWARD- a monetary award added to base pay.

BASE PAY – salary, excluding any premium pay (ie. shift differential, call back, on call. etc.), paid on a fixed, non-variable basis.

COMPRESSION ADJUSTMENT- used to bring the salaries of lower paid similarly classified closer to the salaries of the higher paid similarly classified employees.

MATCHING PAY- used to counter offer a verified job offer.

NON-BASE BUILDING AWARD- a monetary award that will not be added to base pay and must be earned annually.

NON-CASH AWARD – a non-payroll award that is given based on performance.

OCCUPATIONAL GROUPS – a group of classes engaged in the same kind of occupational work.

PAY RANGE – the spread of salaries between minimum and maximum rates for a specific class. A pay range is established based on the annual Total Compensation Survey. The scale of pay ranges varies by occupational groups.

PERFORMANCE AWARD – for those under Performance Pay Program, any amount awarded annually for fully competent, exceeds expectations or meritorious. Awards may be base or non-base building and monetary or non-cash.

RANGE MAXIMUM- highest base pay amount allowed in a pay range.

RANGE MINIMUM- lowest base pay amount allowed in a pay range.

RECLASSIFICATION - is defined as a move to a job for which the new pay range has a higher or lower range maximum than the current pay range.

REFERRAL BONUS- a one-time award for current employees who refer people who are subsequently hired when there are recruitment difficulties.

SAVED PAY - temporary means of maintaining current base pay during certain situations that accommodate base pay amounts above the maximum range. (See example given on Page 5).

SIGNING BONUS- a one-time award used to attract new employees into state jobs when there are recruitment difficulties.

DEFINITION OF PERFORMANCE LEVELS – Employee must consistently meet all categories reflected under each performance level to qualify for that rating.

Meritorious - (Distinguished, Exceptional, Outstanding) This rating should be given only to the very few whose performance is sustained and outstanding when compared with overall job requirements.

- Meets all criteria reflected under Fully Competent and Exceeds Expectations
- Displays an exceptional ability to adapt to change
- Significantly exceeds position requirements and normally expected results
- Demonstrates a high degree of initiative and depth of knowledge of all phases of job
- Exceptional achievement that exceeds the highest standard of performance in all key result areas
- Performance is clearly distinguished and contributions are visible, measurable, and acknowledged by supervisor, peers/colleagues and/or students
- Contribution significantly exceeds the requirement of the position
- Has highly developed interpersonal skills and effectively interacts with supervisor, peers/colleagues and students and displays a positive attitude toward others
- Assignments are accomplished in an exceptional manner with minimal or no direction
- Demonstrates exceptional skills required to perform the job
- Displays ability to analyze facts and circumstances and make an independent decision when necessary
- Displays excellent problem-solving ability
- Demonstrates significant and lasting achievements which meaningfully impact the organization

Exceeds Expectations - (Commendable, Excellent, Superior)

- Meets all criteria listed under Fully Competent
- Adapts to change easily
- Performance goes beyond the position requirements and exceeds normally expected results
- Displays a thorough knowledge of all phases of job
- Assignments are accomplished in a professional manner with only general guidance and direction
- Displays effective interpersonal skills

Fully Competent - (Meets Expectation, Good, Satisfactory)

- Meets all the qualifications of their position and performs the stated goals defined in their job description
- Minimal amount of supervision required
- Job performance is accomplished in an efficient and competent manner
- Demonstrates the following interpersonal skills:
 - Professionalism
 - Dependability
 - Positive/cooperative attitude
 - Flexibility
 - Good customer service skills
 - Strong work ethics, at all times
- Works effectively as a “team” player
- Performs their job accurately and in a timely manner
- Does not abuse leave policy (ie. does not develop a consistent pattern of absences)

Needs Improvement - (Provisional, Marginal, Below Expectations, Unacceptable, Unsatisfactory)

- Performance is inconsistent and falls short of what is expected
- Fails to meet standards and job expectations
- Ineffective in group activities
- Does not adapt to change easily

- A need for further improvement is clearly recognized, identified, and must occur immediately
- Employee requires more than normal amount of coaching, guidance, and direction
- Managerial/technical/professional skills are of some detriment to performance
- Interpersonal skills need improvement; does not work well with others
- Abuses Leave policy (ie. develops a consistent pattern of absences).